APPENDIX A

EMERGING LEADERS CONFERENCE

ALLOCATION TABLE
NOMINATION / SELECTION PROCEDURES

Major Subordinate Commands:		Engineer Research & Development Center (ERDC):	2
North Atlantic Division	3		
South Atlantic Division	3	Engineering & Support Center, Huntsville	1
Great Lakes & Ohio River Division	3		
Mississippi Valley Division	3	Headquarters, HECSA, Transatlantic Center and FOA's	2
Southwestern Division	2		
South Pacific Division	2	Command Wide Pool:	10
Northwestern Division	3		
Pacific Ocean Division	2	Total:	36

There are a total of 36 participants in the Emerging Leaders Conference. Twenty-four participants are selected directly by MSC commanders; Commander, Engineering and Support Center, Huntsville; and the ERDC Director. Two participants are selected by the DCG from a list consisting of candidates who are nominated by Headquarters Staff Principals; Commander, Transatlantic Programs Center; and the Directors of HECSA and FOA's. The remaining ten slots are filled through a competitive process with additional nominees who are referred as "at large candidates" by MSC and Engineering and Support Center, Huntsville Commanders; the ERDC Director and by the previous class of ELC participants. The highest rated candidates not selected from the Headquarters / HECSA / TAC / FOA list are also included in this pool.

APPENDIX B

PROCEDURES / INSTRUCTIONS FOR NOMINATING,
SELECTING AND REFERRING CANDIDATES FOR
THE EMERGING LEADERS CONFERENCE

Major Subordinate Commands / ERDC / CEHNC

- Commanders/directors of these organizations will establish and disseminate local procedures within their commands to solicit the referral of nominees through their chain of command.

- Commanders/directors of these organizations select candidate(s) to participate in the ELC, according to allocation table.

- Each commander/director may nominate two additional candidates to compete as "at large" candidates in the command wide pool.

- The nomination packages of the selected candidates and the "at large" nominees are to be sent electronically to the ELC Program Manager at margaret.a.tindal-fisher@usace.army.mil. **DO NOT SEND HARDCOPIES.**

Headquarters Directorates, CETAC, HECSA and FOA's:

- Each Headquarters Staff Principal, Commander CETAC, Directors, HECSA / FOA s may each nominate one candidate to be considered for participation in the ELC.

- Nomination packages are to be sent electronically to the ELC Program Manager at margaret.a.tindal-fisher@usace.army.mil. **DO NOT SEND HARDCOPIES.**

- The candidates are rated and ranked by a review panel and referred to the DCG who selects two candidates to attend the ELC. The remaining highest ranked candidates are then included in the command–wide pool of "at large" candidates.

Previous Year's Emerging Leaders Conference Alumni:

- ELC participants from the year preceding the upcoming conference are each invited to nominate a candidate for consideration in the command-wide pool.

- The completed nomination packages are to be sent electronically to the ELC Program Manager, at margaret.a.tindal-fisher@usace.army.mil. **DO NOT SEND HARDCOPIES.**

- The ELC alumnus who is making the nomination is requested to send a courtesy information copy of the nomination to the Headquarters Staff Principal, MSC / Engineering Center Commander, or ERDC, HECSA, FOA Director of the individual being nominated.

APPENDIX C

EMERGING LEADERS CONFERENCE

Procedures for Completing Candidate Nomination Packages

Nomination packages must be received by the ELC Program Manager NLT 29 May 2002.

Completed packages are to be sent electronically to margaret.a.tindal-fisher@usace.army.mil.

DO NOT SEND HARDCOPIES.

ELC Nomination packages consist of the four parts listed below.

1. Nomination/Referral Form (ELC-02 Form 1): Part I of this form is to be completed by the individual who is nominating a candidate to be considered for participation in the ELC. Part II is to be completed by the commander, director or staff principal who is authorizing the nomination/ selection. This form also serves as the cover sheet for each candidate's nomination package.

1 (a). ELC Alumnus Nomination / Referral Form (ELC-02 Form 1 (a): This form is to be completed by an ELC alumnus who is nominating a candidate for consideration in the command-wide pool. This form will also serve as the cover sheet for each individual package

2. Justification / Supplemental Narrative: The individual making the nomination is requested to provide a written justification describing why his/her nominee should be selected as a member of the upcoming ELC class by addressing the criteria below. **Briefly** describe and provide examples of the candidate's accomplishments and future potential in the areas of Leadership, Management, and Development.

Leadership: Describe how the candidate demonstrates leadership. Examples include how he/she sets and achieves high goals and exhibits initiative and creativity in accomplishing assignments; effectively works with and motivates others; earns the trust and confidence of co-workers and managers; confronts and tactfully resolves conflict; understands and upholds the vision, values and culture of the organization.

Management: Describe how the candidate demonstrates management skills and abilities. Examples include how he/she plans and manages work; sets goals; communicates effectively with co-workers and management; demonstrates through actions the value of customer service; applies innovation in work assignments; and delivers quality results in a timely manner.

Development: Describe how the candidate demonstrates the value of personal growth. Examples include what he/she has done in pursuing on the job career developmental opportunities; enrolling in additional academic courses or advanced degree programs; demonstrating, through work performance, a steady increase in responsibility and career progression. Also, provide examples of how the candidate promoted the development of others in the organization.

3. Candidate Profile (ELC-02 Form 2): Each nominee is to complete a biographical outline according to the format provided in ELC-02, Form 2. No other format will be accepted.

4. Leadership, Management and Development Questions. Each candidate is to address the following questions and provide a **brief** written narrative for each.

Leadership:

a. What do you perceive as your key leadership strengths?

b. Describe a successful example of your leadership.

Management:

a. In your experience, describe the most valuable lesson you have learned from managing a project / program / team?

b. What do you think should be the most important priorities and expectations of a manager?

Development:

a. Describe your most significant accomplishment in your personal career development.

b. What do you see as a leader's role in developing others and why?